

Position Grades and Classifications

Grade	Administrative - Position Classification
6-8	Not used at this time
9	Swim Center Assistant; Transportation Aide
10	Engineering Technician I; Golf Course Technician; Meter Services Technician; Second Assistant Golf Pro; Secretary I
11	Cashier; City Hall Facilities Manager; Copy Center and Mail Specialist; Family Services Aide; Fleet Service Mechanic; Parking Enforcement Officer
12	Accounts Payable Assistant I; Aquatics Facilities Operator; Fleet Clerk; Golf Course Equipment Mechanic/Operator; Maintenance Communications Operator; Payroll Assistant I; Public Information Assistant/PBX Operator; Photo Enforcement Analyst; Records Management Clerk; Revenue Assistant I; Secretary II; Video Technician
13	Accounts Payable Assistant II; Assistant Facilities Engineer; Box Office Manager; Computer Operator; Inventory Services Clerk; Lead Photo Enforcement Analyst; Parks Equipment Mechanic; Secretary/Bookkeeper; Secretary III; Sports Field Specialist
14	Administrative Assistant I; Assistant to the City Clerk; Crew Supervisor; Civic Center Facilities Supervisor; Crime Analyst; Meter Services Supervisor; Payroll Assistant II; Permit Technician; Human Resources Assistant; Police Equipment and Budget Coordinator; Revenue Assistant II; Special Operations Technician; Senior Services Fleet Supervisor; Water Plant Operator Trainee
15	Administrative Assistant II; Fleet Mechanic; Forestry Crew Supervisor; Housing Codes Inspector; Inventory Services Supervisor; Neighborhood Services Officer; Operations Maintenance Crew Supervisor I; Planning Technician; Police Communications Operator; Printing Specialist I; Sports Facilities and Athletic Fields Maintenance Supervisor
16	Administrative Support Coordinator; Arts Programs Specialist; Assistant Community Center Supervisor; Engineering Technician IV; Events Specialist; Facilities Engineer; Graphics Specialist; Management Assistant; Planner I; Printing Specialist II; Traffic and Signal Technician I; Transportation Planner I; Victim Advocate; Water Plant Operator; Web Assistant; Zoning Inspector I
17	Assistant Golf Course Superintendent; Associate Producer/Director; Buyer I; Cable TV Production Specialist II; Commercial Property Codes Inspector; Community Services Specialist; Construction Codes Inspector I; Engineering Technician V; Environmental Technician; First Assistant Golf Pro; Fire Codes Inspector I;

Grade	Administrative - Position Classification
17	Operations Maintenance Crew Supervisor II; Parks Maintenance Specialist; Public Information Specialist; Senior Citizens Fitness Specialist; Sports Programs Specialist; theatre Production specialist; Traffic and Signal Technician II; Zoning Inspector II; Construction Inspector I
18	Aquatics Facility Manager; Buyer II; Community Services Program Coordinator; Community Services Referral Coordinator; Construction Codes Inspector II; Deputy City Clerk; Fleet Maintenance Supervisor; Fire Codes Inspector II; Network and PC Support Specialist I; Parks and Facilities Development Specialist; Permit Software Support Specialist; Program Support Coordinator; Sanitation Supervisor; Senior Center Wellness Coordinator; Special Operations Supervisor; Telecommunications Systems Administrator; Youth, Family, and Community Specialist I; Construction Inspection II
19	Accountant; Aquatics Supervisor; Assistant Sports Programs Supervisor; Community Center Supervisor; Community Services Program Analyst; Construction Codes Specialist; Fire Codes Plans Examiner; Network and PC Support Specialist II; Parks and Facilities Administrative Supervisor; Planner II; PW Data and GIS Specialist; Rehabilitation Specialist; Television Writer/Producer; Theater/Civic Center Supervisor; Transportation Planner II; Zoning Inspector II; Youth and Family Counselor; Sr Construction Inspector
20	Assistant to the City Attorney; Civil Engineer I; Community Program/Outreach Specialist I; Council Support Specialist; Employee Wellness Coordinator; Landlord/Tenant Specialist; Nature Center Supervisor; Plans Examiner; Teen Program Coordinator
21	Assistant City Forester; Community Planning and Development Services (CPDS) Administrator; Community Program/ Outreach Specialist II; Graphics/Printing Supervisor; Human Rights/Community Mediation Administrator; Neighborhood Resource Coordinator; Parks Maintenance Supervisor; Planner III; Public Works Administrator; Senior Citizens Recreation Coordinator; Support Services Coordinator
22	Arts Programs Supervisor; Civil Engineer II; Computer Analyst/Programmer; Coordinator of Senior Social Services; Environmental Specialist; Fire Protection Engineer; Network and PC Support Manager; Operations Maintenance Assistant Superintendent; Management and Budget Analyst; Recreation Programs Supervisor; Senior Accountant, Senior Citizens Center Supervisor; Sports Programs Supervisor

Position Grades and Classifications

Grade	Administrative - Position Classification
23	Assistant to the City Manager; City Forester; Civic Center Superintendent; Community Planning and Development Services (CPDS) Specialist; Contracts Specialist; Fire Marshall; Fleet Manager; Golf Course Superintendent; Horticulturist; Parks and Facilities Development Manager; Parks Services Manager; Human Resources Administrator; Recreation Program Manager; Safety and Risk Manager; Security and Application Administrator; Special Events Manager; Supervisor of Housing and Community Enhancement; Supervisor of Inspection Services; Systems Analyst/Project Leader; Training Coordinator
24	Civil Engineer III; Community Services Manager; Facilities Property Manager; Geographic Information Systems Manager; Principal Planner; Revenue Supervisor; Swim Center Superintendent, Transportation Engineer; Web Administrator
25	Community Projects Administrator; Contracts Officer; Senior Network Engineer; Senior Systems Analyst/Project Leader
26	Budget and Finance Officer; Chief of Contract Management; Chief of Inspection Services; Chief of Management and Support-CPDS; Communication Manager; Organizational Development Administrator; Support Services Manager; Television and Telecommunications Manager; Water Plant Superintendent
27	Chief Engineer/Environment; Chief of Environmental Management; Chief of Traffic and Transportation; Financial Accounting Manager; Financial Systems Manager; Operations Maintenance Superintendent; Chief of Long Range Planning and Redevelopment; Recreation and Parks Administration Manager; Superintendent of Parks and Facilities; Superintendent of Recreation
28	Chief of Planning
29	Not used at this time

Grade	Senior Staff - Position Classification
SA I	Not used at this time.
SA II	Chief of Police; Deputy City Manager; Director of Community Planning and Development Services; Director of Finance; Director of Human Resources; Director of Information and Technology; Director of Public Works; Director of Recreation and Parks
SA III	Not used at this time

Grade	Recreation and Parks - Position Classification
1	Not used at this time
2	Activity Instructor I; Clerk II
3	Not used at this time
4	Clerk III; Facilities Supervisor II; Third Assistant Golf Pro
5	Bus Driver; Childcare After-School Director; Childcare Preschool Staff; Custodian III; Enrichment Club Leader; Groundskeeper; Kids Club Director; Kids Room Director; Program Assistant II
6	Lifeguard II; Personal Trainer; Program Assistant III
7	Childcare Asst Site Director; Head Swim Coach; Senior Outreach Worker II
8	Childcare Preschool Director; Childcare Program Assistant; Enrichment Club Director; Senior Swim Instructor
9	Not used at this time
10	Not used at this time

Admin., Recreation and Parks, Senior Admin. Pay Scales

Administrative Scale		
Pay Grade	Minimum Annual	Maximum Annual
6	25,960	40,600
7	27,258	42,630
8	28,620	44,761
9	30,051	46,999
10	31,554	49,349
11	33,132	51,816
12	34,788	54,408
13	36,528	57,128
14	38,354	59,984
15	40,272	62,983
16	42,285	66,132
17	44,400	69,439
18	46,620	72,911
19	48,951	76,557
20	51,398	80,384
21	53,968	84,403
22	56,666	88,624
23	59,500	93,055
24	62,475	97,708
25	65,599	102,593
26	68,878	107,723
27	72,322	113,109
28	75,938	118,764
29	79,735	124,703

Recreation and Parks Scale (hourly rates)		
Pay Grade	Minimum	Maximum
1	7.14	11.18
2	8.35	13.06
3	9.22	14.42
4	9.71	15.18
5	11.23	17.56
6	13.07	20.44
7	15.14	23.67
8	18.42	28.80
9	20.36	31.85
10	23.61	36.93

Senior Administrative Scale		
Pay Grade	Minimum Annual	Maximum Annual
SA I	95,088	143,685
SA II	99,843	150,869
SA III	104,835	158,413

AFSCME Union and Police Pay Scales

AFSCME Union Scale Employees

Grade	Position Classification	Grade Progression
1	Laborer	Step 1-11
2	Maintenance Worker	Step 1-11
2	Sanitation Worker	Step 2-11
2	Tree Climber	Step 1-11
3	Equipment Operator	Step 1-11
3	Sanitation Operator	Step 2-11
3	Traffic Maintenance Worker	Step 1-11
4	Facilities Maintenance Trades Worker	Step 1-11
4	Tree Climber	Step 2-11
5	Certified Tree Climber	Step 2-11

Grade	Step 1	Step 2	Step 3	Step 4
1	29,139	30,086	31,064	32,074
2	31,616	32,644	33,705	34,800
3	34,303	35,418	36,569	37,758
4	37,219	38,429	39,678	40,967
5	40,383	41,695	43,050	44,450

Grade	Step 5	Step 6	Step 7	Step 8
1	33,116	34,192	35,304	36,451
2	35,931	37,099	38,304	39,549
3	38,985	40,252	41,560	42,911
4	42,299	43,674	45,093	46,558
5	45,894	47,386	48,926	50,516

Grade	Step 9	Step 10	Step 11
1	37,636	38,859	40,122
2	40,835	42,162	43,532
3	44,306	45,746	47,232
4	48,072	49,634	51,247
5	52,158	53,853	55,603

Police Scale Employees

Grade	Position Classification	Grade Progression
PO 1	Police Officer	Step 3-16
PO 2	Police Officer	Step 3-16
PO 3	Police Officer	Step 3-17
PO 4	Police Corporal	Step 3-17
PO 5	Not used at this time	Step 3-16
PO 6	Police Sergeant	Step 3-17
PO 9	Police Manager Lieutenant	Step 1-15
PO 10	Police Manager Captain	Step 1-15

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
PO 1	-	-	43,695	45,224	46,807	48,445	50,141	51,896
PO 2	-	-	45,879	47,485	49,147	50,867	52,648	54,490
PO 3	-	-	48,173	49,860	51,605	53,411	55,280	57,215
PO 4	-	-	50,582	52,352	54,185	56,081	58,044	60,076
PO 5	-	-	53,111	54,970	56,894	58,885	60,946	63,079
PO 6	-	-	55,767	57,719	59,739	61,830	63,994	66,233
PO 9	63,771	66,003	68,313	70,704	73,178	75,740	78,391	81,134
PO 10	68,492	70,889	73,371	75,938	78,596	81,347	84,194	87,141

Grade	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17
PO 1	53,712	55,592	57,538	59,551	61,636	63,793	66,026	68,337	-
PO 2	56,398	58,371	60,415	62,529	64,718	66,983	69,327	71,754	-
PO 3	59,217	61,290	63,435	65,655	67,953	70,332	72,793	75,341	77,978
PO 4	62,178	64,355	66,607	68,938	71,351	73,848	76,433	79,108	81,877
PO 5	65,287	67,572	69,937	72,385	74,919	77,541	80,255	83,064	-
PO 6	68,552	70,951	73,434	76,004	78,665	81,418	84,267	87,217	90,270
PO 9	83,974	86,913	89,955	93,103	96,362	99,735	103,226	-	-
PO 10	90,191	93,348	96,615	99,996	103,496	107,119	110,869	-	-

Organizational Structure Listing

Below is the organizational structure for the City of Rockville. The organizational structure is broken down by Fund, by Department within the Fund, by Division and by Cost Center where appropriate. Each Division and Cost Center is assigned a number listed to the right of the column:

GENERAL FUND (110)	
Department of Human Resources (450)	
Human Resources	2101
Safety & Risk Management	2102
Department of the Mayor and Council (500)	
Office of the Mayor and Council	0100
Office of the City Attorney	0500
Office of the City Clerk	1100
Department of the City Manager (550)	
Executive Office	
Administration	0101
Management Systems & Citizen Support	0102
Organizational Development	0103
Communication and Public Information	
Public Information Office (PIO)	1101
Website and Intranet	1102
Graphics and Printing	1111
Neighborhood Resources Program	
Human Rights & Community Mediation	1201
Neighborhood Resource	1202
Department of Community Planning and Development Services (600)	
CPDS Executive	0100
CPDS Management and Support	
Management and Support	0101
Revitalization and Housing	0200
Planning	
Development Review	0300
Zoning Ordinance	0301
Historic Preservation	0302
Inspection Services	
Application, Processing & Permit Issuance	0501
Inspection & Code Enforcement	0502

GENERAL FUND (110) Continued	
Department of Community Planning and Development Services (600)	
Long-Range Planning and Redevelopment	
Long-Range Planning	0400
Redevelopment	0802
Department of Finance (700)	
Administration	0100
Budget	0101
Accounting and Control	0200
Revenue	0300
Purchasing and Stockroom	
Purchasing and Contracts	0600
Stockroom	0700
Department of Information and Technology (750)	
I.T. Operations	0100
I.T. Special Projects	0200
Cable T.V./Telecommunications	0300
Voice Communications Operations	0400
GIS Operations	0500
Police Department (800)	
Office of the Chief of Police	
Management & Support	1001
Community Services Office	1002
Field Services Bureau	
Management & Support	1101
Patrol Teams	1102
Administrative Services Bureau	
Management & Support	1201
Public Safety Communications	1202
Special Operations Bureau	
Management & Support	1401
Neighborhood Services	1402
Camera Enforcement (Redlight)	1405
Specialty Patrol/Investigations	1404
Codes Enforcement & Community Enhancement	1406

Organizational Structure Listing

GENERAL FUND (110) Continued	
Department of Public Works (850)	
Management and Support	0100
Contract Management	0201
Traffic and Transportation	
Protect Neighborhoods	0402
Mobility	0403
Accessibility	0404
Safety/Maintenance	0405
Engineering	
Administration and Management	3301
Development Review	3302
Engineering	3305
Environmental Management	
Environmental Management	9401
Operations and Maintenance	
Street Maintenance	0702
Snow and Ice Removal	0703
Fleet Services	0803
Department of Recreation and Parks (900)	
Recreation and Parks Administration	
Recreation and Parks Administration and Support	0101
Wellness Program	0102
Special Events	0150
Recreation Services	
Administration and Support	1001
Adult Sports	5061
Afterschool	2006
Arts	2021
Childcare	3115
Classes	3016
Community Recreation	2017
Summer Playgrounds	2011
Summer Camps	3012
Teens	2008
Youth Sports	5062
Senior Citizen Services	
Senior Center Operations	4041
Senior Citizen Support Services	4043
Senior Citizen Recreation	4045
Senior Citizen Sports and Exercise	4047

GENERAL FUND (110) Continued	
Department of Recreation and Parks (900)	
Community Services	
Community Programs Administration	9100
Community Programs	9101
Youth and Family Services	9600
Linkages to Learning	9601
Facilities	
Civic Center Complex	1101
Croydon Creek Nature Center	2133
Facilities Maintenance Services	8511
Lincoln Park Community Center	2131
Skate Park	2134
Swim Center (Operations)	8601
Swim Center (Programming)	8603
Thomas Farm Community Center	2135
Twinbrook Community Recreation Center	2132
Park and Open Space	
Administration and Support	7501
Athletic Field Services	7531
Forestry Development Review	7520
Horticultural Services	7522
Parks East Services	7532
Parks West Services	7530
Right-of-Way Services	7533
Urban Forestry Maintenance	7521
Non-Departmental (950)	
Other Charges	100
Debt Service	0200

WATER FUND (210)	
Department of Finance (700)	
Revenue	0300
Department of Public Works (850)	
Contract Management	0201
Engineering	
Administration and Management	3301
Development Review	3302
Water and Sewer Utility Projects	3304

Organizational Structure Listing

WATER FUND (210) Continued	
Department of Public Works (850)	
Fleet Services	0803
Operations and Maintenance	
Water Systems Maintenance	0502
Environmental Management	
Water Treatment Plant	0901
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

SEWER FUND (220)	
Department of the Mayor and Council (500)	
City Attorney's Office	0500
Department of Public Works (850)	
Contract Management	0201
Engineering	
Administration and Management	3301
Water and Sewer Utility Projects	3304
Fleet Services	0803
Sewage Disposal	0300
Operations and Maintenance	
Sanitary Sewer Systems Maintenance	0602
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

REFUSE FUND (230)	
Department of the Mayor and Council (500)	
City Attorney's Office	0500
Department of Public Works (850)	
Fleet Services	0803

REFUSE FUND (230) Continued	
Department of Public Works (850)	
Operations and Maintenance	
Refuse Collection	1702
Recycling Collection	1703
Yardwaste Collection	1704
Leaf Collection Program	1705
Bulk/HAZMAT Collection	1706

PARKING FUND (320)	
Police Department (800)	
Special Operations Bureau	
Parking Enforcement Services	1403
Department of Public Works (850)	
Motor Vehicle Maintenance	0803
Department of Recreation and Parks (900)	
Facilities	
Town Center Parking Garages	8511
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

STORMWATER MANAGEMENT FUND (330)	
Department of the Mayor and Council (500)	
City Attorney's Office	0500
Department of Public Works (850)	
Contract Management	0201
Engineering	
Administration and Management	3301
Development Review	3302
Stormwater Resources	3303
Water Resources CIP	3305

Organizational Structure Listing

STORMWATER MANAGEMENT FUND (330) Continued	
Department of Public Works (850)	
Fleet Services	0803
Operations and Maintenance	
Storm Drain Maintenance	0603
Environmental Management	
Environmental Management	9401
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

GOLF FUND (340)	
Department of Recreation and Parks (900)	
Fleet Services	0803
RedGate Golf Course	
Golf Course Management/Ground Services	3401
Golf Course Clubhouse	3402
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

SPECIAL ACTIVITIES FUND (350)	
Police Department (800)	
"Every 15 Minutes" Program	1203
Department of Community Planning and Development Services (600)	
Housing Opportunities	6801
Department of Recreation and Parks (900)	
Recreation and Parks Administration	
Bike Program Fund	6701
Facility and Equipment Fund	7001
Recreation Services	
Recreation Fund	6001
Friends of the Arts	6601
Senior Citizens Services	
Senior Assistance Fund	6201
Community Services	
Holiday Drive	6301
REAP Endowment Fund	6401

SPECIAL ACTIVITIES FUND (350) Continued	
Department of Recreation and Parks (900)	
Facilities	
Glenview Mansion Fund	6101
Nature Center Fund	7101
Parks and Open Space	
Forest and Tree Preservation	6901
Park Maintenance Fund	7301
Department of Public Works (850)	
Transportation Demand Management	6501
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

CDBG FUND (360)	
Department of Community Planning and Development Services (600)	
CPDS Management and Support	
CDBG Year 32	32xx
CDBG Year 33	33xx

TOWN CENTER MANAGEMENT FUND (370)	
Department of Community Planning and Development Services (600)	
Town Center Management District	0803

SPEED CAMERA FUND (380)	
Police Department (800)	
Camera Enforcement (Speed Camera)	1407
Department of Public Works (850)	
Fleet Services	0803
Engineering	
Engineering	3305
Non-Departmental (950)	
Other Charges	0100

DEBT SERVICE FUND (550)	
Non-Departmental (950)	
Other Charges	0100
Debt Service	0200

Non-Routine Capital Improvement Program (CIP) Projects

The following charts contain the non-routine CIP projects as listed in the FY09 CIP budget (for more detail please see separate CIP document). The projects are listed by program area with the FY09 budget appropriation. These projects are consistent with the Mayor and Council Vision for FY09 and focus on pedestrian safety and infrastructure improvements. Non-routine CIP projects are defined as projects that are not ongoing or routine, but are one-time infrastructure improvements.

Recreation and Parks Program Area		
Project	Approps	Fund
Art in Public Architecture	308,588	CP
Art in Public Places	425,715	CP
College Gardens Park Improv.	933,573	CP
Croyden Creek Nature Center	87,120	CP
F. Scott Fitzgerald Theatre	312,325	CP
Fallsgrove Park	652,420	CP, PO
Fallsgrove SWM Pond Enhance.	127,130	CP
Glenview Mansion — MP	62,814	CP
HVAC Replacement	173,915	CP
King Farm "Farmstead" Park	113,481	CP
Maryvale Park Improv.	187,500	CP
Mattie J. T. Stepanek Park	1,918,733	CP, PO
Park Pedestrian Bridge Replace.	197,400	CP
Ped / Bike Bridge Over I-270	166,447	CP
Pedestrian Bikeway Sys. Improv.	1,095,000	CP, SP
Playground Equip. Replacement	642,894	CP
Pumphouse Facility Improv.	31,000	CP
RedGate Golf Course Improv.	254,860	O
Senior Center Improv.	284,684	CP, O
Swim Center Improv.	666,479	CP
Swim Center — Meet/Fit Room	1,721,986	CP, PO
Thomas Farm Community Ctr.	4,589,707	CP
Veirs Mill Road Landscape	141,000	CP
Total	15,094,771	

Key	
CP	Capital Projects Fund
W	Water Fund
SWM	Stormwater Management Fund
PO	POS Grant
O	Other (includes Refuse, Parking and Golf)
S	Sewer Fund
SP	Speed Camera Fund

Stormwater Management Program Area		
Project	Approps	Fund
Cabin John — Watershed Study	150,000	SWM
Carnation Dr/I-270 — SWM	206,591	SWM
College Gardens Park — SWM	1,015,624	SWM
Drainage Improvement	321,791	CP, SWM
FEMA — Storm Damage Repair	60,762	CP, W, SWM
Horizon Hill Park — SWM	245,000	SWM
Lakewood — SWM	198,000	CP, SWM
Maryvale — SWM	547,553	CP, SWM
Storm Sewer Rehabilitation	472,602	CP, SWM
Woodley Gardens — Stream	260,000	SWM
Total	3,477,923	

General Government Program Area		
Project	Approps	Fund
City Hall Improvement	577,596	CP
Financial System	113,482	CP
Gude Drive Facility Improv.	8,381,755	CP
I-Net Connect. to Thomas Farm	125,000	CP
Police Station	364,235	CP
Police Technology	216,886	CP
Recycling Off-Load Fac/Carts	1,897,044	O
Rockville Arts and Innovation	1,640,794	CP
Stonestreet Improvements	57,637	CP
Town Center — Parking	3,546,316	CP, O
Town Square — Public Improv.	3,497,535	CP
Vehicles for City Use	3,947,491	CP, W, S, SWM, O, SP
Total	24,365,771	

Utilities Program Area		
Project	Approps	Fund
Blue Plains Wastewater Plant	4,420,409	S
Lewis Wat. Main Upg.— Phase I	1,067,429	W
Meter Replacement — Comm.	768,606	W
Meter Replacement — Resid.	1,900,000	W
Pump Stations Upgrade	124,000	S
Rock Creek — Wastewater	957,918	S
SCADA Assessment	50,000	W
Sewer Capacity — Rock Creek	250,000	S
Sewer Evaluation — Cabin John	454	S
Sewer Main Rehabilitation	245,000	S
Sewer Rehab — Cabin John	1,045,651	S
Sewer Rehab — Rock Creek	689,283	S
Southlawn Lane Sewer Main	258,299	S
Southlawn Lane Water Main	188,500	W
Stonestreet Wat. Main Upg.	118,000	W
Water Distribution Study	45,438	W
Water Plant — Generator	147,456	W
Water Plant Upgrades	451,468	W
Water Pump — Glen Mill Road	325,480	W
Water Tank Assessment	250,000	W
Total	13,303,391	

Transportation Program Area		
Projects	Approps	Fund
Baltimore Intermodal Access Rd	4,000,000	CP, O
Bus Shelters	79,985	CP
Traffic Controls: Citywide	416,396	O
Transportation Improvements	861,659	O
West End Sidewalks	731,595	O
West Montgomery Alley	163,765	CP
Total	6,253,400	

Glossary

Definitions of terms used in the Capital Improvements Program (CIP) are listed below and on the pages that follow.

Accounting System – The total structure of records and procedures that identify, record, classify, summarize, and report information on the financial position and results of operations of a government.

Accrual Basis of Accounting – The method of accounting where transactions are recognized when they occur, regardless of the timing of related cash flows.

ADA – Americans with Disabilities Act. This federal act gives civil rights protections to individuals with disabilities; similar to those provided to individuals on the basis of race, sex, national origin, and religion.

Annexation – The incorporation of additional territory within the domain of the City.

APWA – American Public Works Association.

Appropriation – An authorization made by the Mayor and Council that permits City departments to make expenditures of governmental resources for specific purposes within a specific time frame.

Art in Public Architecture — An ordinance devoted to the furtherance of art intended to beautify the City. This ordinance identifies construction projects within the City in which an amount is reserved for permanent artwork at the site. Additional details regarding this ordinance can be found in chapter four of the Rockville City Code.

ASCE – American Society of Civil Engineers.

Assessed Valuation – A percent of appraisal value assigned to real estate and certain personal property for use as a basis for levying property taxes.

AWWA – American Water Works Association.

Balanced Budget – A budget that has operating revenues equal to operating expenditures.

BOCA – Building Officials Code Administrators organization.

Bond – A written promise to pay a designated sum of money (called the principal), at a specific date in the future, together with periodic interest at a specified rate. In the Operating Budget, these payments are identified as debt service. Bonds are generally used to obtain long-term financing for capital improvements.

Bond Anticipation Notes – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bonds Issued – Bonds sold.

Bond Rating – A rating that indicates the probability of timely repayment of principal and interest on bonds issued.

Budget – A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

Budget Year – The fiscal year for which the budget is being considered.

Capital Budget – The annual adoption by the Mayor and Council of project appropriations. Project appropriations are for the amount necessary to carry out a capital project's expenditure plan, including multi-year contracts for which a total appropriation covering several years planned expenditures may be required.

Capital Outlays – Expenditures that result in the acquisition of or addition to fixed assets. Any item with an expected life of three or more years and a value of more than \$5,000, such as an automobile, truck, or furniture, is categorized as a capital outlay.

Capital Improvements Program (CIP) – The annual updated plan or schedule of project expenditures for public facilities and infrastructure with estimated project costs, sources of funding, and timing of work over a five-year period. For financial planning and general management, the CIP is a plan of work and expenditures, and is the basis for annual appropriations and bond issues.

Capital Project – A governmental effort involving expenditures and funding for the creation of usually permanent facilities and other public assets having a relatively long life. Certain planning studies, consultant fees, City staff charges, and major equipment, furniture, and fixtures necessary to make facilities operational also may be considered part of capital projects.

Glossary

Capital Projects Fund – A governmental fund used to account for general capital construction including streets, parks, and public buildings.

CIP – See Capital Improvements Program.

Client-Server – A computing platform where desktop personal computers (PCs), known as clients, access large pools of information stored on high-speed data servers. User interaction takes place at the PC, typically through graphical interfaces such as Windows. The server manages information storage. This approach combines the PC's innovation and ease-of-use with access to large pools of data traditionally associated with mainframe computers.

CPDS – The Department of Community Planning and Development Services is a department within the City's organizational structure.

CS – Referring to services by the City of Rockville's Department of Neighborhood and Community Services.

Current Year – The fiscal year that is prior to the budget year.

DCWASA – District of Columbia Water and Sewer Authority

Debt Issuance – The sale or issuance of any type of debt instrument, such as bonds.

Debt Limit – The statutory or constitutional maximum debt that an issuer can legally incur.

Debt Ratios – The ratios that provide measures of assessing debt load and ability to repay debt, which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time and against its own standards and policies.

Debt Service – The payment of interest on and repayment of principal on borrowed funds. The term also may be used to refer to payment of interest alone.

Debt Service Fund – A governmental fund that accounts for the payment of principal and interest on the general long-term debt of the City.

Deficit – The amount by which a government's budget outlays exceed its budget receipts for a given period, usually a fiscal year.

Department – A major administrative unit of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

Disbursement – The expenditure of monies from an account.

Distinguished Budget Presentation Award Program – A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Division – A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level of organizational unit.

Encumbrance – A firm commitment to pay for future goods and services formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within an agency's appropriation.

Enterprise Fund – A fund established to account for operations that are financed and operated in a manner similar to a private business, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The City's enterprise funds include Water Facility, Sewer, Refuse, Parking, Stormwater Management (SWM), and RedGate Golf Course.

Expenditure (Governmental funds) – The issuance of checks, disbursement of cash, or electronic transfer of funds made to liquidate an obligation. Where accounts are kept on an expense accrual or modified expenditure accrual basis, expenditures are recognized whether or not cash payments have been made. Where accounts are kept on a cash basis, they are recognized only when cash payments have been made.

Expense (Enterprise funds) – The outflow of assets or incurrence of liabilities (or both) during a period as a result of rendering services, delivering or producing goods, or carrying out other normal operating activities.

Fees and Credits – Income resulting from a billing for services or a sale made by the City. For example, athletic program registration fees, building permit fees, and animal licenses.

Fiscal Policy – The City's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital

Glossary

investment. Fiscal policy provides a set of principles for the planning and programming of government budgets and their funding.

Fiscal Year (FY) – A twelve-month accounting period that has no relationship to a calendar year. The fiscal year for the City begins on July 1 of each year and ends on June 30 of the following year. It is designated by the calendar year in which it ends. For example, FY05 begins on July 1, 2004, and ends on June 30, 2005.

Fixed Assets – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit – A pledge of the City's taxing power to repay debt obligations.

Full-Time Equivalent (FTE) – A measure of authorized personnel calculated by dividing hours of work per year by the number of hours worked per year by a full-time employee.

Fund – A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations and constituting an independent fiscal and accounting entity.

Fund Balance – The cumulative difference between revenues and expenditures over the life of a fund. This is used for the City's governmental funds.

FY – See Fiscal Year.

GAAP – See Generally Accepted Accounting Principles.

GASB – See Governmental Accounting Standards Board.

General Obligation Bonds – The type of bonds that are backed by the full faith and credit of the issuing government.

General Fund – The general operating fund that is used to account for all financial resources except for those required to be accounted for in another fund. This is the principal fund of the City and accounts for the normal recurring activities of the City.

General Government Program Area – The section in the CIP that focuses on: construction, renovation, and replacement of City-owned facilities; enhancements to the City's information and communications systems; development of the central business district; enhancement of the gateways to the City; and other projects that do not clearly fit into one of the other program areas of the CIP.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

GFOA – Government Finance Officers Association.

GIS – Geographic Information Systems provide geographic and mapping data.

Golf Fund – An enterprise fund used to account for the financial activity associated with the City's public golf course. Also called the RedGate Golf Course Fund.

Governmental Accounting Standards Board (GASB) – This organization was established as an arm of the Financial Accounting Foundation in April 1984 to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

Governmental Fund – The funds through which most government functions are financed. The City's governmental funds are the General, Debt Service, Capital Projects, and Special Revenue Funds.

Grant – County, State, or Federal funding in cash or in kind used for a specified program.

Gross Bonded Debt – The total amount of direct debt of a government represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

HVAC – Heating, ventilation, and air conditioning equipment.

I-net – Institutional network. The I-net is a fiber optic network linking key City facilities to enable/enhance telephone, data and video communications

I/I – Inflow and infiltration process for the sanitary sewer and stormwater management projects.

Glossary

Infrastructure – The physical assets of a city (streets, water, sewer, public buildings, and/or parks) upon which the continuance and growth of a community depend.

Interfund Operating Transfers – Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.

Intergovernmental Revenues – The revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Intranet – Internal network, similar to the Internet, except access is limited to an organization's internal members.

IT – Department of Information and Technology.

ITE – Institute of Transportation Engineers.

Levy – (Verb) To impose taxes or special assessments for the support of governmental activities. (Noun) A tax or special assessment imposed by a government.

Liabilities – Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Long-Term Debt – A type of debt with a maturity date of greater than one year after the date of issuance.

Lost Time – Percent based on available work time per employee less sick leave, family sick leave, disability leave, and leave without pay divided by available work time per employee.

Matured Bonds Payable – A liability account reflecting unpaid bonds that have reached or passed their maturity date.

MC-MAPS – A consortium of government organizations within Montgomery County, Maryland to share information, enforce standards, and promote the development of GIS information and layers.

MDE – Maryland Department of the Environment.

MGD – Million gallons per day.

MNCPPC – Maryland National Capital Park and Planning Commission.

Modified Accrual Basis of Accounting – The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting in that it, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

MPDU – Moderately Priced Dwelling Unit.

MVM – Motor Vehicle Maintenance. A division of the Department of Public Works.

Net Bonded Debt – Gross bonded debt less any cash or other assets available and earmarked for its retirement.

NFPA – National Fire Protection Association.

Non-Departmental Operating Expenditures – Operating expenditures which are not charged directly to specific departments but are a cost to the City as a whole, such as debt service payments and general liability insurance.

NPDES – National Pollutant Discharge Elimination System; requirements imposed through the Clean Water Act.

NRCS – Natural Resource Conservation Service.

Objective – The desired output-oriented activities that can be measured and achieved within a given time frame such as the current fiscal year. Achievement of the objective advances an organization toward a corresponding long-range goal.

Obligations – Amounts that a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Operating Expenditures – Costs other than expenditures for personnel directly employed by the City (salaries, wages, and fringe benefits) and capital outlays. Examples of operating expenditures include office supplies, telephone expense, consulting or professional services, travel expenses, and contracts.

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be enacted by ordinance and those which may be enacted by resolution.

Glossary

Overlapping Debt – The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government that must be borne by property within each government.

Parking Fund – The enterprise fund used to account for the revenue and expenses from parking related activities, including the issuance of parking tickets, the parking meter program, and costs associated with the planning, design, construction, and operation of parking garages in Town Center.

Pay-As-You-Go – Capital expenditures included in the CIP, which are funded by a contribution from an operating fund.

PC – Personal Computer.

Per Capita – Per unit of population; by or for each person.

Pepco – Potomac Electric Power Company.

Personnel (Costs) – Expenditures that include salary costs for full-time, part-time, temporary, and contract employees, overtime expenses, and all associated fringe benefits.

Previously Authorized Projects – CIP projects that were funded in prior years, but which have not been completed and formally closed.

Prior Year(s) – The fiscal year(s) preceding the current year.

PRI – Primary Rate Interface, an integrated services digital network.

Program Area – CIP projects with a common focus. The five program areas in the City's CIP are: Recreation and Parks; Transportation; Water Resources; Utilities; and General Government.

Projections – The estimate of budget authority, outlays, receipts, or other amounts extending several years into the future. Projections generally are intended to indicate the budgetary implications of existing or proposed programs.

Property Tax – A tax levied on all real and certain personal property, tangible and intangible, according to the property's assessed valuation. The power to impose and collect property taxes is given to the Mayor and Council in Article IV, Section 1 of the City Charter.

Reappropriation Ordinance – Changes made to the appropriation ordinance during the fiscal year to reflect encumbered amounts added to the current budget from the prior fiscal year and adjustments to revenues and expenditures.

Regular Employee – An employee who is hired to fill a position anticipated to have continuous service duration of longer than one year, whose compensation is derived from the City's Administrative, Police, or Union classification tables, and whose position is established in the Position Control System.

Reimbursement – A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

Repurchase Agreement – An agreement in which a governmental entity transfers cash to a broker-dealer or financial institution; the broker-dealer or financial institution transfers securities to the entity and promises to repay the cash plus interest in exchange for the same securities.

Resolution – A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

Retained Earnings – The increase or decrease to net assets of an enterprise fund reduced by amounts transferred to capital accounts.

Receipts – Collections from the public based on a government's exercise of its sovereign powers. Governmental receipts consist of receipts from taxes, court fines, gifts and contributions, and compulsory licenses.

Recreation and Parks Program Area – The section of the CIP focused on projects that provide for an environment where citizens can enjoy nature and leisure time activities.

RedGate Golf Course Fund – See Golf Fund.

Refuse Fund – An enterprise fund used to account for the financial activity associated with the collection and disposal of refuse and yard waste.

Regional Stormwater Management (SWM) Participation – Fees paid by developers based on the amount of impervious area to be developed to finance the City's construction and maintenance of facilities.

Revenue – Monies received or collected by the City as income, including such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Revenue Anticipation Notes – Notes (sometimes called warrants) issued in anticipation of collection of non-tax revenues, retired after the collection of such revenues.

Glossary

Revenue Bonds – The type of bonds where principal and interest payments are payable exclusively from the earnings from an enterprise fund. In addition to a pledge of revenues, such bonds sometimes contain mortgages on enterprise fund property.

RFP – Request for Proposals. Federal mandate to request proposals from potential contractors for outsourced government services.

RHE – Rockville Housing Enterprises.

RockNet – Rockville Community Electronic Network.

SDWA – Safe Drinking Water Act.

Sewer Fund – An enterprise fund used to account for the financial activity associated with the collection and treatment of sewage.

SHA – State Highway Administration.

Special Activities Fund – A fund in the governmental fund type used to account for funds earmarked for various purposes such as to assist financially disadvantaged citizens to participate in City programs, to enhance the historic Glenview Mansion, or to enhance the citywide Bike Program.

Special Assessment – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund – A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. The City's special revenue funds are the Special Activities Fund, the Community Development Block Grant Fund, and the Town Center Management Fund.

Speed Camera Fund – A fund used to account for proceeds of the City's Speed Camera revenues that are restricted by law to new pedestrian safety expenditures.

SQL/Server – Database for transaction processing.

SSSES – Sanitary Sewer Evaluation Study (SSSES).

Stormwater Management (SWM) – A means of controlling the quantity and quality of stormwater runoff flowing downstream. SWM can refer to structural practices such as underground storage facilities, dams for retention, and

detention facilities, or it can refer to non-structural practices such as lower density of development and wider stream buffers.

Stormwater Management Fund – An enterprise fund used to account for costs of maintaining existing stormwater management facilities and the construction of new facilities.

Stormwater Management Program Area – The section in the CIP focused on projects that provide for the preservation, restoration, and care of the City's natural and man-made physical resources, specifically through stormwater management and stream restoration.

Surplus – The amount by which the City's budget actual receipts exceed its budget actual outlays for a given period, usually a fiscal year.

SWM – See Stormwater Management. This is a division of the Department of Public Works.

Targets of Opportunity – Contingency funds available to the Mayor and Council in funding unanticipated community needs that may arise during the fiscal year.

Tax Anticipation Notes – Notes, sometimes called warrants, issued in anticipation of collection of taxes, retired from tax collections, and frequently from the proceeds of the tax levy whose collection they anticipate.

Tax Base – All forms of wealth under the City's jurisdiction that are taxable.

Tax Duplication – A state of affairs whereby both Montgomery County and the City of Rockville levy property taxes on property in Rockville to pay for services rendered by the City. The County makes a lump sum payment to the City as a mechanism for alleviating the inequities otherwise created by the duplicate taxation.

Tax Rate – The amount levied per \$100 of assessed property value, as determined by the State assessor, on property within the City of Rockville. The Mayor and Council establish the tax rate each year in order to finance General Fund activities.

TDD – Telecommunications Device for the Deaf.

Telecommunications – Communicating by electronic or electric means.

Temporary Employee – An employee who is hired to fill a position anticipated to have continuous service duration of less than one year, whose compensation is not derived from the City's Administrative, Police, Union, or Recreation and Parks

Glossary

classification tables, and whose position is not established in the Position Control System. These employees do not receive fringe benefits.

TMDL – Total Maximum Daily Loads. Requirements imposed through the Clean Water Act.

Transfer – Shifting of all or parts of the budget authority in one appropriation or fund account to another as specifically authorized by law.

Transportation Program Area – The section in the CIP focused on projects that provide for the maintenance and construction of public ways and participation in the planning of mass transit.

Undesignated Fund Balance – Funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Unreserved Fund Balance – That portion of a fund balance for which no binding commitments have been made.

User Fees – Payments for direct receipt of a public service by the party benefiting from the service. Also known as user charges.

Utilities Program Area – The section in the CIP focused on projects that provide for the planning, study, design and construction of water projects to provide adequate and safe water for consumption and fire suppression.

VEU – Vehicle Equivalent Units.

Waiver Fees – See Regional SWM Participation.

Water Facility Fund – An enterprise fund used to account for the financial activities associated with the treatment and distribution of potable water.

Working Capital – A term used to describe the unreserved fund balance calculated by subtracting current liabilities from current assets. This is used for the City's enterprise funds.

WSSC – Washington Suburban Sanitary Commission.

Zoning – The partitioning of a city, borough, or township by ordinance into sections reserved for different purposes (i.e. residential, offices, manufacturing).

Index

The Budget Book is divided into sections numbered from 1 to 15. Each divider tab has a section number. The sections are as follows: 1 – Executive Summary, 2 – Policies and Goals, 3 – Fund Summaries, 4 – Five-Year Forecast, 5 – Mayor and Council, 6 – City Manager, 7 – Community Planning and Development Services, 8 – Finance, 9 – Human Resources, 10 – Information and Technology, 11 – Police, 12 – Public Works, 13 – Recreation and Parks, 14 – General Government, 15 – Appendix. To find an item please use the first number in the sequence to identify the section and the second number to identify the page number in that section.

A

Accessibility Cost Center, PW	12-13
Accounting and Control Cost Center, Finance	8-7
Accounting and Control Division, Finance	8-6
Accounting, Auditing, and Reporting Policies	2-11
Acknowledgements	i
Administration Cost Center, CMO	6-7
Administration Cost Center, Finance	8-5
Administration Division, Finance	8-4
Administrative Scale Employees Pay Scale Annual Salaries	15-3
Administrative Scale Employees Position Grades and Classifications	15-1
Administrative Services Bureau Division, Police	11-14
Administrative Services Bureau Mngt. and Supp. Cost Center, Police...	11-15
Adult Sports Cost Center, R&P	13-26
After School Recreation Cost Center, R&P	13-20
All Funds Summary	3-1
All Funds Summary by Revenues and Expenditures.....	4-2
Application, Processing & Permit Issuance Cost Center, CPDS	7-15
Arts Cost Center, R&P	13-19
Athletic Field Services Cost Center, R&P.....	13-60
AFSCME Union Scale Employees Position Grades, Classifications, and Pay Scale Annual Salaries	15-4

B

Bike Program Cost Center, R&P	13-15
Boards and Commissions Descriptions	2-16
Budget Development Process	1-12
Budget Cost Center, Finance	8-17
Budget Division, Finance.....	8-16

Bulk/HAZMAT Collection Cost Center, PW	12-34
--	-------

C

Cable Television and Telecommunications Cost Center, IT	10-9
Cable Television and Telecommunications Division, IT.....	10-8
Camera Enforcement Program Cost Center, Police	11-21
Capital Improvement Program Policies	2-6
Capital Projects Cost Center, R&P	13-14
Cash Management/Investment Policies	2-11
Charges for Services Revenue.....	3-8
Childcare Cost Center, R&P.....	13-25
City Manager's Budget Message of March 24, 2008	1-1
City Manager Department Summary	6-1
City Manager Expenditures and Sources of Funds	6-2
City Manager Staffing Summary.....	6-2
City of Rockville Organizational Chart	2-18
Civic Center Complex Cost Center, R&P	13-46
Classes Cost Center, R&P	13-24
Communication and Public Information Division, CMO	6-16
Community Development Block Grant Cost Center, CPDS.....	7-8
Community Development Block Grant Fund.....	3-20
Community Enhancement / Code Enforcement Cost Center, Police.....	11-23
Community Profile	ix
Community Programs Cost Center, R&P	13-41
Community Recreation Cost Center, R&P.....	13-20
Community Services Division, R&P	13-36
Community Services Funds Cost Center, R&P	13-38
Community Services Office Cost Center, Police.....	11-9
Contract Management Cost Center, PW	12-9
Contract Management Division, PW.....	12-8
Croydon Creek Nature Center Cost Center, R&P.....	13-47
Comm. Planning and Dev. Services (CPDS) Department Summary.....	7-1
CPDS Expenditures and Sources of Funds.....	7-2
CPDS Staffing Summary	7-2

D

Debt Management Policies.....	2-10
-------------------------------	------

Index

Debt Service Fund.....	3-22
Demographic Statistics.....	xi
Development Review Cost Center, CPDS.....	7-11
Development Review Cost Center, PW.....	12-18
Directory of Officials and Boards and Commissions.....	2-15

E

East Parks Services Cost Center, R&P.....	13-57
Engineering Division, PW.....	12-16
Engineering Administration and Management Cost Center, PW.....	12-17
Enterprise Funds Long-Term Debt.....	3-22
Environmental Management Cost Center, PW.....	12-23
Environmental Management Division, PW.....	12-22
Executive Cost Center, CPDS.....	7-5
Executive Division, CPDS.....	7-4
Executive Office Division, CMO.....	6-6

F

Facility and Equipment Fund Cost Center, R&P.....	13-15
Facilities Division, R&P.....	13-44
Facilities Maintenance Cost Center, R&P.....	13-48
Field Services Bureau Division, Police.....	11-10
Field Services Bureau Mngt. and Support Cost Center, Police.....	11-11
Finance Department Summary.....	8-1
Finance Expenditures and Sources of Funds.....	8-2
Finance Staffing Summary.....	8-2
Financial Management Policies.....	2-4
Fines and Forfeitures Revenue.....	3-9
Five-Year Forecast - Overview.....	4-1
Fleet Services Cost Center, PW.....	12-37
Fleet Services Division, PW.....	12-36
Forestry Development Review Cost Center, R&P.....	13-64
Friends of the Arts Cost Center, R&P.....	13-20
Full Time Equivalent (FTE) Positions by Fund, FY07 – FY09.....	1-10
Fund Summary – Capital Improvement Program Budget.....	3-2
Fund Summary – Operating Budget.....	3-1

G

General Fund Five-Year Forecast.....	4-5
General Fund Expenditure Assumptions.....	4-4
General Fund Expenditure Summary.....	3-4
General Fund Revenue Assumptions.....	4-3
General Fund Revenue Summary.....	3-4
Glenview Mansion Fund Cost Center, R&P.....	13-47
Glossary.....	15-10
Graphics, Printing, and Copy Center Cost Center, CMO.....	6-20
GIS Infrastructure Maintenance Cost Center, IT.....	10-17
GIS Operations Division, IT.....	10-16
GIS Support Cost Center, IT.....	10-19

H

Historic Preservation Cost Center, CPDS.....	7-13
Horticulture Services Cost Center, R&P.....	13-60
Housing Cost Center, CPDS.....	7-7
Human Resources Cost Center, Human Resources.....	9-5
Human Resources Department Summary.....	9-1
Human Resources Division, Human Resources.....	9-4
Human Resources Expenditures and Sources of Funds.....	9-2
Human Resources Staffing Summary.....	9-2
Human Rights and Community Mediation Cost Center, CMO.....	6-26

I

Income Tax.....	3-7
Inspection and Code Enforcement Cost Center, CPDS.....	7-16
Inspection Services Division, CPDS.....	7-14
Introduction to the Budget Document.....	v
Information and Technology (IT) Department Summary.....	10-1
IT Expenditures and Sources of Funds.....	10-2
IT Operations Division, IT.....	10-4
IT Staffing Summary.....	10-2

L

Leaf Collection Program Cost Center, PW.....	12-35
Licenses and Permits Revenue.....	3-8
Lincoln Park Community Center Cost Center, R&P.....	13-49

Index

Linkages to Learning Cost Center, R&P	13-40
Long-Range Planning Cost Center, CPDS	7-19
Long-Range Planning and Redevelopment Division, CPDS	7-18
Long-term Debt Summary	3-22

M

Mail Center Cost Center, CMO	6-21
Major Policy Documents, Summary	2-13
Management and Support Cost Center, CPDS	7-7
Management and Support Cost Center, PW	12-7
Management and Support Division, CPDS	7-6
Management and Support Division, PW	12-6
Management Systems and Citizen Support Cost Center, CMO	6-12
Management Team	i
Master Plan	2-13
Mayor and Council Department Summary	5-1
Mayor and Council Expenditures and Sources of Funds	5-2
Mayor and Council Staffing Summary	5-2
Mayor and Council Vision	2-1
Mobility Cost Center, PW	12-12

N

Nature Center Fund Cost Center, R&P	13-48
Neighborhood Plans	2-13
Neighborhood Resource Program Cost Center, CMO	6-23
Neighborhood Resource Program Division, CMO	6-22
Neighborhood Services Cost Center, Police	11-20
Non-Departmental Expenditures by Fund	14-1
Non-Routine CIP Projects	15-9

O

Office of the Chief of Police Division, Police	11-6
Office of the Chief of Police Mngt. and Support Cost Center, Police	11-7
Office of the City Attorney	5-10
Office of the City Clerk	5-6
Office of the Mayor and Council	5-4
Operations and Maintenance Division, PW	12-26

Organizational Development Cost Center, CMO	6-14
Organizational Structure Listing	15-5
Outside Agency Descriptions, Gen. Gov't	14-3
Outside Agency Funding, Gen Gov't	14-3

P

Parking Enforcement Cost Center, Police	11-21
Parking Fund	3-16
Parking Fund Five-Year Forecast	4-9
Parking Revenues and Expenses [Graph]	3-17
Parks Administration and Support Cost Center, R&P	13-56
Parks and Open Space Division, R&P	13-54
Patrol Teams Cost Center, Police	11-12
Personal Property Tax	3-6
Planning Division, CPDS	7-10
Police Department Summary	11-1
Police Expenditures and Sources of Funds	11-2
Police Scale Employees Position Grades, Classifications, and Pay Scale Annual Salaries	15-4
Police Staffing Summary	11-2
Position Changes, Summary FY08 to FY09	1-9
Property Taxes	3-5
Protect Neighborhoods Cost Center, PW	12-11
Public Information Office Cost Center, CMO	6-17
Public Safety Comm. Dispatch Prop./Evidence Cost Center, Police	11-15
Public Works Department Summary	12-1
Public Works Expenditures and Sources of Funds	12-2
Public Works Staffing Summary	12-2
Purchasing Cost Center, Finance	8-13
Purchasing and Stockroom Division, Finance	8-12
PC Support, Applications, and Network Cost Center, IT	10-6

Index

R

Real Property Tax	3-5
Recreation and Parks Admin. and Support Cost Center, R&P	13-11
Recreation and Parks Administration Division, R&P	13-10
Recreation and Parks Benefit Scale Employees Position Grades, Classifications, and Pay Scale Hourly Rates	15-2
Recreation and Parks Department Summary	13-1
Recreation and Parks Expenditures and Sources of Funds	13-2
Recreation and Parks Staffing Summary	13-2
Recreation Fund Cost Center, R&P	13-19
Recreation Services Admin. and Support Cost Center, R&P	13-17
Recreation Services Division, R&P	13-16
Recycling Collection Cost Center, PW	12-33
Redevelopment Cost Center, CPDS	7-20
RedGate Golf Course Clubhouse Services Cost Center, R&P	13-67
RedGate Golf Course Division, R&P	13-66
RedGate Golf Course Fund	3-18
RedGate Golf Course Fund Five-Year Forecast	4-11
RedGate Golf Course Operations Cost Center, R&P	13-67
RedGate Golf Course Revenues and Expenses [Graph]	3-18
Refuse Fund	3-14
Refuse Fund Five-Year Forecast	4-8
Refuse Revenues and Expenses [Graph]	3-14
Refuse Collection Cost Center, PW	12-32
Revenue and Expenditure Policies	2-7
Revenue Cost Center, Finance	8-11
Revenue Division, Finance	8-10
Revenue from Other Governments	3-7
Revenue, Other	3-9
REDI	14-4
Rights-of-Way Services Cost Center, R&P	13-62

S

Safety and Maintenance Cost Center, PW	12-14
Safety and Risk Management Cost Center, Human Resources	9-9
Safety and Risk Management Division, Human Resources	9-8

Senior Administrative Scale Employees Position Grades,

Classifications, and Pay Scale Annual Salaries	15-2
Senior Assistance Fund Cost Center, R&P	13-33
Senior Center Operations Cost Center, R&P	13-30
Senior Citizen Support Services Cost Center, R&P	13-31
Senior Citizen Recreation Cost Center, R&P	13-33
Senior Citizen Sports and Fitness Cost Center, R&P	13-34
Senior Citizen Services Division, R&P	13-28
Sewage Disposal Cost Center, PW	12-41
Sewage Disposal Division, PW	12-40
Sewer Fund	3-12
Sewer Fund Five-Year Forecast	4-7
Sewer Maintenance/Storm Drain Cost Center, PW	12-30
Sewer Rate History [Graph]	3-13
Sewer Revenues and Expenses [Graph]	3-13
Snow and Ice Removal Cost Center, PW	12-29
Special Activities Fund	3-19
Special Events Cost Center, R&P	13-13
Special Operations Bureau Division, Police	11-18
Special Operations Bureau Mngt. and Support Cost Center, Police	11-19
Specialty Patrol / Investigations Cost Center, Police	11-22
Speed Camera Fund	3-21
Speed Camera Fund Five-Year Forecast	4-12
Stockroom Cost Center, Finance	8-14
Stormwater Management Fund Five-Year Forecast	4-10
Stormwater Management Revenues and Expenses [Graph]	3-15
Stormwater Resources Projects Cost Center, PW	12-19
Street Maintenance Cost Center, PW	12-27
Summer Camps Cost Center, R&P	13-23
Summer Playgrounds Cost Center, R&P	13-22
Swim Center Cost Center, R&P	13-50

T

Table of Contents	ii
Teens Cost Center, R&P	13-22
Telephone Service Cost Center, IT	10-13
Thomas Farm Community Center Cost Center, R&P	13-51

Index

Town Center Management District Cost Center, CPDS	7-20
Town Center Management Fund.....	3-20
Town Center Parking Garages Cost Center, R&P.....	13-52
Traffic and Transportation Division, PW	12-10
Twinbrook Community Recreation Center Cost Center, R&P	13-53

U

Urban Forestry Maintenance Cost Center, R&P	13-64
Use of Money and Property Revenue.....	3-9

V

Voice Communications Division, IT	10-12
---	-------

W

Water and Sewer Utility Projects Cost Center, PW	12-20
Water Facility Fund	3-10
Water Facility Fund Five-Year Forecast	4-6
Water Rate History [Graph]	3-11
Water Fund Revenues and Expenses [Graph]	3-11
Water Systems Maintenance Cost Center, PW	12-29
Water Treatment Plant Cost Center, PW	12-25
Watershed Management Plans	2-13
Website and Internet Cost Center, CMO.....	6-19
Wellness Program Cost Center, R&P.....	13-12
West Parks Services Cost Center, R&P	13-58
Wireless Service Cost Center, IT	10-14

Y

Yardwaste Collection Center	12-34
Youth and Family Services Cost Center, R&P	13-39
Youth Sports Cost Center, R&P	13-27

Z

Zoning Ordinance Cost Center, CPDS	7-12
--	------

Index

(This page intentionally left blank)